

Hegarty Care Limited

Hegarty Care

Inspection report

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Outstanding 

Is the service effective?

Good 

Is the service caring?

Good 

Is the service responsive?

Outstanding 

Is the service well-led?

Good 

Summary of findings

Overall summary

About the service:

We conducted an unannounced inspection at Hegarty Care on 24 April 2019. Hegarty Care accommodates up to four people in one building. On the day of our inspection, four people were using the service, all were people living with a learning disability or mental health needs.

People's experience of using this service:

People received an excellent service at Hegarty Care where they were supported to lead active and fulfilling lives. People told us the approach of staff made them feel safe, valued and life was happy and had a meaningful purpose. People's experience was summed up by a person who said, "I would rate this service as outstanding - its changed my life so much."

The outcomes for people living at Hegarty Care reflected the principles and values of Registering the Right Support in the following ways; promotion of choice and control, independence and inclusion. People were at the heart of the service and staff's approach, where constant motivation enabled people to gain in confidence, self-worth and self-determination. People were positive about their future, they had gained new skills, independence and were supported to achieve personal goals and aspirations.

People were protected from avoidable harm and abuse, there was a positive approach to risk taking and people were fully involved in decisions about how known risks were managed. This had resulted in people achieving significant outcomes, people had developed in confidence that enabled them to take control of their own safety. People were enabled to be active citizens of their community without restrictions.

Staff had a positive rehabilitation approach to support people in their journey of recovery with their mental health needs. The person-centred and motivational approach at Hegarty Care, provided structure and purpose to people and had contributed in people's achieving personal goals.

People received support from staff who were well trained and supported, to provide safe and effective care. Staff skill mix, personality and interests were considered when matching staff to support people with activities of their choice. People were involved in the recruitment of staff and checks were completed on staff's suitability to provide care.

People received their prescribed medicines safely and were supported to access health care services to maintain their healthcare needs. Healthy eating was encouraged, and people were fully involved in menu planning, shopping and the preparation of meals. Independence was promoted in all aspects of care and daily living. People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible; the policies and systems in the service supported this practice.

Staff were caring and compassionate and had developed a good understanding of people's diverse needs, routines and what was important to them. From speaking with staff, it was clear they were passionate about

their work and wanted the very best for people they supported. Information had been made available for people that met their communication needs.

Positive partnerships had been developed with external health and social care professionals. People benefited from good multi-disciplinary working.

A range of regular checks had been completed to review the quality and safety of the care and support provided. Where improvements were identified, action plans were developed to continuously develop and improve the service and enhance people's life. People, relatives, external professionals and staff, received opportunities to share their experience of the service and this helped drive improvements forward.

The service met the characteristics of outstanding in Safe and Responsive; more information is in the full report.

Rating at last inspection:

This was the provider's first inspection since registration.

Why we inspected:

This was a planned inspection based on the registration date.

Follow up:

We will continue to monitor intelligence we receive about the service until we return to visit as per our re-inspection programme. If any concerning information is received, we may inspect sooner.

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

The service was exceptionally safe
Details are in our Safe findings below.

Outstanding 

Is the service effective?

The service was effective
Details are in our Effective findings below.

Good 

Is the service caring?

The service was caring
Details are in our Caring findings below.

Good 

Is the service responsive?

The service was exceptionally responsive
Details are in our Responsive findings below.

Outstanding 

Is the service well-led?

The service was well-led
Details are in our Well-Led findings below.

Good 

Hegarty Care

Detailed findings

Background to this inspection

The inspection:

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 (the Act) as part of our regulatory functions. This inspection was planned to check whether the provider was meeting the legal requirements and regulations associated with the Act, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

Inspection team:

The inspection was undertaken by one inspector.

Service and service type:

Hegarty Care is a 'care home'. People in care homes receive accommodation and nursing or personal care as a single package under one contractual agreement. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

Hegarty Care is a new model of care that aims to enable people with learning disabilities to live and remain in their local community. It had been developed in line with the Registering the Right Support values of choice, independence and inclusion.

Notice of inspection:

This comprehensive inspection was unannounced.

What we did:

Before our inspection, we reviewed information we held about the service. This included information received from local health and social care organisations and statutory notifications. A notification is information about important events, which the provider is required to send us by law, such as, allegations of abuse and serious injuries. We also contacted commissioners of the service and asked them for their views. We received feedback from a community psychiatric nurse, two social workers and a community team manager. We used this information to help us to plan the inspection. The provider had also submitted a Provider Information Return. This is information we require providers to send us at least once annually to give some key information about the service, what the service does well and improvements they plan to

make.

During our inspection visit, we spoke with one person who lived at the service about their experience of the care they received and a visiting relative. After the inspection we spoke with another relative of a person who lived at the service. We also spoke with the registered manager, trainee manager, senior support worker and three support workers. To help us assess how people's care needs were being met, we reviewed all, or part of; two people's care records and other information, for example their risk assessments. We also looked at the medicines records of four people, three staff recruitment files and a range of records relating to the running of the service. We carried out general observations of care and support and looked at the interactions between staff and people who used the service.

After our inspection visit, we asked the management team to send us a copy of various records, this included staff training, audits and a current action plan. These were received within the timescales requested and were reviewed as part of the inspection.

Is the service safe?

Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm

People were involved in developing a comprehensive and innovative approach to safeguarding, including positive risk-taking to maximise their control over their lives

Systems and processes to safeguard people from the risk of abuse

Learning lessons when things go wrong

- The registered manager and staff team had a very positive and person centred approach in managing and reducing safeguarding incidents. Their approach in protecting people from harm had a significant impact on people that had led to positive outcomes.
- People told us they felt safe living at Hegarty Care. A person said, "I feel 100 percent safe, it's the environment, people I live with and staff always being around and there for you - it's the safest I've felt in 10 years." A relative told us they were confident their relation was cared for safely because staff knew them well and had developed positive relationships with them. One relative said, "It's the best placement [name] has ever experienced in 25 years of using mental health services."
- Feedback from external professionals about how staff meet people's behavioural needs was excellent. Comments included, "The person-centred approach in designing support plans based upon the person's individual needs, their attention to detail in understanding triggers of challenging behaviour has proven extremely successful."
- Prior to moving to Hegarty Care, people had experienced previous placements where incidents of challenging behaviour were reported to be very high and since being at Hegarty Care this had significantly reduced. The approach of staff and their positive, 'can do' approach in motivating people to be active had attributed in a reduction of incidents. This was confirmed by an external professional who said, "Hegarty Care have successfully achieved supporting a person who has very high and complex needs and a history of numerous acts of aggression. Since being at Hegarty Care there have been no real incidents of this nature."
- Another person with complex and challenging needs had experienced multiply placements prior to moving to Hegarty Care and was at risk of being unable to live in the community. Before moving to Hegarty Care, an intensive assessment was completed followed by a structured transition plan. Due to the staff's excellent approach the placement has proved to be a success. This person told us how happy they were living at Hegarty Care. They led an active and fulfilling life due to the positive approach of staff, their skills and having clear and supportive leadership. Without this opportunity this person was at significant risk of living in secure accommodation with restrictions on their freedom and liberty.
- Staff had a positive approach in minimising any restrictions on people's freedom and liberty. For example, on admission one person had a Deprivation of Liberty Safeguard authorisation that placed restrictions on their freedom and liberty. However, by staff working in a person-centred way and having a positive approach to risk management, the authorisation had been removed. This is an excellent outcome for the person.
- People were supported to understand how to keep safe and to raise concerns about abuse. Safeguarding information was available to staff and people who used the service and discussed in meetings. A person told us how this was important to them due to their history of experiencing abuse and harm.
- Staff knew how to recognise abuse and protect people from the risk of harm. This included their

responsibility to report any suspicions of abuse internally and externally to agencies if required. The registered manager had reported safeguarding concerns to the local authority safeguarding team and investigated allegations and acted to protect people when required.

- Staff had received safeguarding training and had a safeguarding policy and procedure to support their practice.
- To support staff to understand and learn from accidents and incidents, the registered manager reviewed and analysed incident records. This enabled them to consider if there were any themes and patterns they could learn from to reduce reoccurrence.

Assessing risk, safety monitoring and management

- People were involved in discussions and decisions about how risks associated with their needs were managed. A person told us how some previous lifestyle choices had a negative impact on their health, welfare and safety. In discussion with staff, they had developed a plan to reduce known risks and were positive how they were being supported.
- A relative told us staff understood their relation's needs and were able to respond effectively to manage periods of heightened anxiety and when they were unwell with their mental health. Comments included, "Staff are very proactive and really know and understand how to manage risks and they always involve [name] and family in discussions and decisions about how to manage risks."
- External professionals gave positive feedback of how staff supported people's safety. Comments included, "My clients are well supported with their individual needs and input is provided on a need led basis, which allows them to have maximum amount of freedom whilst ensuring their safety and wellbeing," and, "Hegarty Care have responded to concerns/risks appropriately, involving the multi-disciplinary team."
- Staff were knowledgeable about potential risks people could be exposed to and gave examples of the possible triggers and action they took to support people during these times. Comments reflected the guidance in people's support plans and risk assessments. Staff used a person-centred approach, using diversional strategies based on what worked well people.
- Positive behavioural support plans and risk assessments provided staff with comprehensive guidance and this information was reviewed and amended when required and with the involvement of the person.

Staffing and recruitment

- People were supported by sufficient numbers of staff and consideration was given to staff skill mix, experience and competency. The staff rota confirmed staffing levels were enough in meeting people's needs and matched the staff who were present on the day of the inspection. We saw staff were attentive and responsive to people's needs. This included acting on people's choices and respecting their wishes.
- Safe recruitment processes were used to ensure only staff suitable for their role were employed at the service. People met prospective staff and were asked for their feedback as part of the recruitment process.
- People told us staff were always present and responsive to their needs. Where people had been assessed as requiring additional staff support for their safety, this was confirmed to be provided by a person using the service, relatives, external professionals and staff.

Using medicines safely

- Medicines systems were organised, and people were receiving their medicines when they should. The provider was following safe protocols for the receipt, storage, administration and disposal of medicines.
- A person confirmed they received their prescribed medicines as they should. From viewing people's medicine administration records, these confirmed people had received their medicines as required.
- Staff had detailed guidance and important information about people's medicines and systems were in place to audit and monitor how medicines were managed. The local clinical commissioning group completed an external audit in April 2019 where the service was awarded 98 percent. Where

recommendations had been made, these were found to have been completed.

Preventing and controlling infection

- The environment was found to be clean and hygienic and food stocks were managed following best practice guidance. The local authority food hygiene agency awarded the service five stars in 2018, the highest rating that can be achieved.
- As part of developing people's independence, people were encouraged to participate in cleaning tasks. Staff had completed training on infection control practice and demonstrated an understanding of how to reduce risks associated with cross contamination.

Is the service effective?

Our findings

Effective – this means we looked for evidence that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence

People's outcomes were consistently good, and people's feedback confirmed this.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- Before people transferred to the service, the registered manager completed a pre-assessment and worked closely with external professionals to assess and understand people's needs. Recognised assessment tools were used, for example in the assessment and plan of managing behaviours that were challenging.
- Assessment of people's needs included the protected characteristics under the Equality Act and these were considered in people's support plans. For example, people's needs in relation to their age, gender, religion and disability were identified. This helped to ensure people did not experience any discrimination. Staff told us how they supported a person with their sexuality and how this was respected.

Staff support: induction, training, skills and experience

- People were positive about staff's competency and skills in understanding their needs. A person said, "I know the staff have to do training and course work, they understand us well enough." Relatives were also confident that staff were competent. An external professional said, "Hegarty Care has an exceptionally skilled care team who have real knowledge and expertise in working with people who have learning disability/sensory impairment and display challenging behaviour."
- Staff were positive about the induction, training and ongoing support they received. A staff member said, "I had a good induction, and meetings during my probation to discuss my work. The shadow shifts were really helpful and there is loads of training which is face to face so really helpful." Staff confirmed they received regular opportunities to review their work, training and development needs with the registered manager. A staff member said, "The manager is really approachable, supportive, and always has time for you. They are very knowledgeable and have a really good relationship with the people who live here."
- Staff training records confirmed staff had completed training the provider had identified as required. This included mental health, learning disability awareness, positive behavioural support, first aid, fire safety and certain health conditions which people had.

Supporting people to eat and drink enough to maintain a balanced diet

- People told us they were involved in the development of a weekly menu and that they were happy with the food choices. Independence was promoted, and people could make drinks and snacks when they wished with staff support.
- Staff told us how they encouraged healthy eating. A staff member said, "We cook food from scratch and due to some people enrolling with 'Slimming World' later today, we will include the diet plan on the menu."
- Food stocks and storage were good and followed best practice guidance. Fruit was available for people and the menu for the day matched the choice people were given. People were offered a choice of drinks and meals and this was respected.
- People's food intake and weight was monitored to ensure people received sufficient amounts and to

monitor people's health.

Staff working with other agencies to provide consistent, effective, timely care

Supporting people to live healthier lives, access healthcare services and support

- Feedback from people, relatives and external professionals were positive in how health needs were monitored. An external professional said, "Service users are encouraged to have healthy lifestyles – balancing quality of life with healthy eating and exercise. Service users are also supported in terms of regular physical health checks."
- Information was shared with external health professionals to ensure people received consistent care. This included information shared with ambulance and hospital staff. There was a multi-agency approach in supporting people's health care needs.
- Staff had guidance about the support people required to manage any health conditions and health needs were monitored. People were supported to attend health appointments to maintain both their physical and mental health care needs.

Adapting service, design, decoration to meet people's needs

- The internal and external environment met people's needs. People had been involved in choosing the decoration and furnishings. The external garden reflected people's interests and hobbies. For example, a person liked gardening and had been supported to develop planters to grow flowers. Seating was provided and a smoking shelter. The garden was bright and colourful and a pleasant outdoor space for people to enjoy.

Ensuring consent to care and treatment in line with law and guidance

The Mental Capacity Act 2005 (MCA) provides a legal framework for making decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take decisions, any made on their behalf must be in their best interests and as least restrictive as possible. People can only be deprived of their liberty to receive care and treatment with appropriate legal authority. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS). We checked whether the service was working within the principles of the MCA, whether any restrictions on people's liberty had been authorised and whether any conditions on such authorisations were being met.

- At the time of our inspection, one person had an authorisation to restrict them of their freedom and liberty. There were no conditions attached.
- Staff understood the principles of the MCA and the involvement of people in their care and support was fundamental in the approach of staff. Where people lacked mental capacity to consent to a specific decision or had fluctuating capacity this had been assessed and best interest decisions made. We did identify, that best interest decisions lacked some information, this was in relation to how the assessment to determine a person's capacity has been made. The registered manager was able to inform us but recognised this needed to be recorded to confirm the rationale for the decision made. The registered manager agreed to do this.

Is the service caring?

Our findings

Caring – this means we looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect

People were supported and treated with dignity and respect; and involved as partners in their care.

Ensuring people are well treated and supported; respecting equality and diversity

- People received care and support that was based on their individual needs, routines and preferences. A person said, "I would describe staff as understanding, being here has changed my life so much. The effort the manager and staff put into us is above what you would expect, they're so non-judgemental and respect me as a person." Relatives were equally positive of the staff's approach and were confident their relation was treated with the greatest of respect. A relative said, "The staff are amazing, so patient and give [name] a purpose, reasons to do better."
- Feedback from external professionals was equally positive. Comments included, "Overall I find my clients are well supported, happy and thriving in the Hegarty environment and we are very happy for our clients to continue their placements there."
- From speaking with staff, it was clear they understood people's diverse needs, they were respectful and supportive towards people's lifestyle choices.
- We saw people were relaxed within the company of staff, jovial exchanges were seen, and it was clear staff understood people's individual needs. People were involved in discussions and decision making, resulting in people being treated as equals and feeling that they were important and mattered.

Supporting people to express their views and be involved in making decisions about their care

- People were fully involved in their care and support and they told us this was important to them, they felt listened to and valued. A person said, "I really want to get my life back on track, I can speak with the staff about anything, we talk about plans and outcomes. This has helped me develop a positive relationship with my family again, they are proud of me now because of how I am." Relatives confirmed staff had an inclusive approach where by their relation was fully involved in their care. They believed staff's approach had resulted in their relation achieving positive outcomes. Comments included, "I can't speak highly enough of the staff and what they do. It's so good for us [family] to see [name] doing so well."
- External professionals gave positive feedback about how people were involved in their care. They also gave examples that showed good communication systems were in place where people remained the focus of care at all time.

Respecting and promoting people's privacy, dignity and independence

- People told us staff respected their personal space and treated them with dignity and how independence was promoted. A person said, "I have no restrictions on me, I like my own space at times and the company of staff and this is respected. I'm encouraged and supported to do things around the house like my laundry and cleaning my room."
- Staff told us how they respected people's personal space such as knocking on people's bedroom doors and waiting for a response before they entered. Staff told us how important it was to keep people motivated

and how independence was promoted. This was achieved by daily living tasks being incorporated into people's routines.

- People were supported to maintain contact with family and friends and there were no restrictions on visitors to the service.
- People's personal information was stored securely, and staff were aware of the importance of confidentiality. The registered provider had a policy and procedure that complied with the Data Protection Act.

Is the service responsive?

Our findings

Responsive – this means we looked for evidence that the service met people's needs

Services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

Planning personalised care to meet people's needs, preferences, interests and give them choice and control

- People living at Hegarty Care had a history of living chaotic lifestyles and experiencing inpatient mental health services. Before moving to Hegarty Care people told us they had no direction or purpose in life, this had significantly improved for all four people. This was due to the excellent and positive person-centred approach staff had, whereby people's strengths and differences were fully respected. Staff's motivational approach in how they supported people had led to positive outcomes. People were supported to develop and strengthen self-determination skills. A person told us how they were more likely to make better life style choices due to the support from staff. This person said, "The staff have helped me changed my life so much. I now want to live a better life and not go back to my old ways and habits. I think differently, I can't thank them enough."

- A relative told us of the impact Hegarty Care had on their relations life. They said, "Since [name] has been at Hegarty Care it's the best they have ever been in the last 25 years. The staff are amazing, they are patient and give [name] reasons to do better. The way in which they motivate people is excellent. [Name] is participating in activities and I know how hard it is to get them to do things."

- External professionals were extremely positive about the approach of staff. Comments included, "Hegarty Care staff designed a very structured activity programme focussed upon a person's interests and activities that made them happy, such as woodwork, mending bikes, going out. Hegarty Care progressed the purchase of a car on behalf of a person in order that opportunities to visit different locations and places of interest. This has been a great positive change where the person has flourished under the care of Hegarty."

- Before people transferred to the service the registered manager along with external professionals, developed a bespoke plan where the person was introduced to the service. The plan was specific to the person and centred on them. External professionals confirmed people's transition plan had been excellent. Comments included, "The approach to transition was proactive, flexible and person centred which resulted in a smooth, well planned move from one placement to Hegarty Care."

- People told us how they were involved in the development and review of their support plans and how they had regular meetings with staff to discuss their needs and development. Support plans were based on the person's diverse needs and wishes, and were outcome focussed. There was a rehabilitation and recovery approach to support people that had resulted in significant positive outcomes for people. This was confirmed by an external professional who said, "Hegarty Care appear focused on rehabilitating service users and wanting them to move forward towards independence."

- A person told us about their social activities, interests and hobbies. They told us how prior to living at Hegarty Care they had limited interests and lacked motivation and support and how this had a negative impact on their mental health. This person said, "My life has changed dramatically since I've been here. I look and feel better. I go to the gym every day, I go to the pub, have meals out. We've been talking about a holiday, future college courses or voluntary work. I love to mix music and I get to do this. Life is more

positive." Staff told us when this person moved to Hegarty Care they were preoccupied with previous lifestyle choices that had a negative impact on their health and wellbeing. With the support from staff the person had physically and mentally improved, their confidence had developed, and they had a positive outlook on life. This person told us how through their own experiences they wanted to eventually help others.

- Since living at Hegarty Care staff told us how another person's physical health had significantly improved, resulting in a loss of weight due to eating healthier. Contact with family had also improved so much that they spent Christmas with their family for the first time in ten years. They had regular contact and overnight stays with their family. On admission to Hegarty Care the person lacked motivation to participate in any daily living tasks, this had significantly improved, and the person now cleans their own bedroom, does their own laundry and supported staff with meal preparation, cooking and washing dishes.
- Another person had been supported to get two rescue rabbits, staff told us how this had impacted positively on the person's emotional needs. On the day of our inspection we saw the person caring for their rabbits who were proud to show them to us. Staff also told us how the person had been supported to be reunited with their family.
- The registered manager told us how they considered staff's personality, interests and hobbies when matching staff to work with people. If people requested certain staff to support them on an activity this was respected and provided. The staff recognised people were more likely to have a positive and successful experience with staff they had requested to support them.
- People were supported with personal goals and aspirations. This included a clear and structured approach that was discussed with the person and a plan developed that was monitored and reviewed monthly. These were individual to the person and examples included a person developing regular contact with a family member. Another person wanted to attend a support group and another to gain work experience to lead into paid work.
- The above examples demonstrate how people's confidence, self-worth and personal autonomy had significantly developed. People's life had been enriched, they were active citizens of their community and were happy, settled and positive about life.
- People's communication needs had been assessed and support plans provided staff with guidance of people's preferred methods of communication. People's support plans were provided in an easy read format, this supportive and inclusive approach enabled people to be able to understand what was recorded about them. Key documents such as the complaints procedure, were available in an easy read format to support people's communication needs. This meant the provider was meeting the Accessible Information Standard. This standard expects providers to have assessed and met people's communication needs, relating to a person's disability, impairment or sensory loss.

Improving care quality in response to complaints or concerns

- People had access to the provider's complaint procedure and a person told us they felt confident to raise any concerns. Relatives told us they had not had to make a complaint and if they raised any concerns the registered manager was very responsive.
- The complaints log showed no complaints had been received. Two requests had been made and action had been taken to address these. One person required a new mattress and another person wanted snacks and to shop at the local butchers.

End of life care and support

- At the time of our inspection no person was receiving end of life care. However, end of life wishes, and advanced care planning had been discussed with people and further action was being taken to document people's preferences.

Is the service well-led?

Our findings

Well-Led – this means we looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture

The service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Planning and promoting person-centred, high-quality care and support with openness; and how the provider understands and acts on their duty of candour responsibility

- The registered manager promoted a culture of equality and person-centred support. They had a vision for the home which was based upon ensuring people's happiness and enabling them to lead fulfilling lives. Staff shared the registered manager's vision and values, were all very positive about their work and spoke passionately and respectfully about the people they cared for. A staff member said, "I love my job, it's fantastic to be able to make a real difference to people's lives."
- People, relatives and external professionals were very complimentary about the registered manager's leadership and approach. A person said, "[Name of registered manager] is a brilliant manager, the effort he puts into us to make sure we are happy is 100 percent." A relative said, "The leadership is excellent, the manager is on call all the time, I would definitely recommend the service to others it has completely changed [name] life around, life would be very different if they were not living here." External professional comments included, "[Name of registered manager] as manager and team leader, provides clear leadership and direction for his team who are all dedicated and committed to ensuring positive outcomes for the people who live at Hegarty care."
- We found the registered manager to be very knowledgeable, extremely committed and motivated in wanting to achieve the best outcomes for people. The registered manager knew each person very well and communicated differently with everyone, taking into account their abilities and personality.
- The registered manager had a good understanding of their role and ensured the CQC were notified of all reportable incidents.

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements

- Hegarty Care benefited from having a registered manager who was dedicated and compassionate. They had embedded and sustained an open and transparent culture based on positive values that the staff team shared. People were treated as equals and valued.
- Staff were clear about their roles and responsibilities and were very complimentary about the registered manager who was described as, "Very supportive and approachable." "Very knowledgeable, committed and enthusiastic."
- The quality of the service was sustained due to the registered manager and provider having clear oversight of the service. There were good communication systems that supported staff to exchange information. This included regular staff supervision, staff meetings and daily staff handover meetings. The quality and safety of the service was continuously monitored with daily, weekly and monthly checks. We saw these were up to date and completed in areas such as health and safety, medicines management, care records and staff

training.

- The registered manager was aware of legislation and fundamental care standard requirements.

Engaging and involving people using the service, the public and staff, fully considering their equality characteristics

- People were at the heart of the service and were continually involved in their care and the development of the service. In addition to daily discussions with people about their care, staff, including the registered manager, had formal meetings with people to review their care. House meetings were also regular where information was shared, and people's views sought on a range of topics such as the menu, activities, decoration and garden design. Relatives and external professionals were also invited to share their experience of the service. We reviewed feedback received which was all very positive, complimentary and reflected the feedback we received during our inspection of the service.

Continuous learning and improving care

Working in partnership with others

- The registered manager continually strived to improve the service and people's experience and quality of life. The registered manager researched best practice guidance and used reflective practice to consider how improvements could be made.
- Positive and collaborative partnerships had been developed with external professionals. External professionals told us they had good communication with the service whereby the registered manager provided them with weekly updates. Staff were always prepared for visits and were able to provide any required information.